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Interview with Dr. John J. Santulli, II - VP for Facilities Management

John J. Santulli II
Nova Southeastern University

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Nova Southeastern University

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History of Presidents

John Santulli

JP= Dr. Julian Pleasants

JS= John Santulli

JP: This is Julian Pleasants, it is June 25, 2010, I am at Nova Southeastern University, and I'm speaking with John Santulli. John, tell me when you first became employed by Nova University.

JS: I will be here 26 years in the fall, so that would be October 1984, as I recall.

JP: And, where were you prior to that?

JS: Oh goodness, a lot of places, but just prior to that I had been working down in South Dade County at a location called The Miami International Merchandise Mart and Expo Center, which is one of five or six merchandise marts in the country. Primarily at that mart are apparel and gift wholesalers are there and buyers from the big department stores come in and make their deals with them.

JP: And how did you hear about Nova and how did you come to work here?

JS: One day I spotted a tiny little advertisement, about the size of a postage stamp, in the newspaper, and it said that back then Nova University Law Center was looking for a physical plant director. And I said, "Well that looks kind of interesting." So I sent in a resume and then promptly forgot about it, and then it had to be 4 or 6 months later I get home one day and there is this message on my answering machine that they want me to come in for an interview. I'm thinking, "What the heck are they talking about." It took me a while to remember that I had applied for this position, because I had just forgotten all about it, so I found myself down at what we now call the East Campus, which back then was our Law Center. I had one interview and then not much happened after that, and I sort of forgot about it. Then my recollection is it was some significant time later that I got another phone call, "Gee, can you come down and talk to us again." Okay, fine, so I showed up. At the time the dean, Dr. Lewis, had been brought to the main campus, and he became the first academic vice president. So we didn't have a dean down at the Law Center. Three of the faculty members, who I used to call the unholy trio, were actually running the law school. After keeping me standing in the hallway for about half an hour, I almost left, they finally ushered me in, sat down,

we had a chat, and they decided that they wanted me to be employed. So, I said okay, this sounds interesting.

Basically, Dr. Lewis had created a position as physical plant director for that campus, because at the time with 10 acres that campus was the second largest law campus in the country. Most law schools, just the way we have it now, most law schools just sit on a main campus. Some of them are separate from the main campus, there is a handful. I think the largest one is out in California, and I want to say it is Redlands, but I may be wrong on that. And, their campus is about 12 or 13 acres, ours is 10 acres. Stetson's campus is segregated also, but theirs is smaller than ours. At the time, he thought that that campus, given the fact that it has two main buildings on the west side of the property and then five buildings on the 8th Avenue or east side of the property, should have its own physical plant administration. That position had been created and approved, and that is what I was ultimately hired into.

JP: Was Bruce Rogow one of the three?

JS: Yes, he was one of the unholy three. It was Bruce Rogow, Steve Wisotsky, and Joe Smith.

JP: And, what kind of arrangements were they making with you? What kind of responsibilities did you have in the beginning?

JS: Basically, I became in charge of all the facilities at that location, and also we had law students living in two dormitory buildings that were originally designed for school children, but we had law students living there, so I also was in charge of housing at the law campus. So I was physical plant director and housing administrator, or whatever you want to call it.

JP: Now at that time, had the old union hall already been reconstructed as it were?

JS: Oh yes, the union hall was the library, and the first floor of the main building was really administrative, deans offices, student services, and the like. Second floor of the Tower Building was also library, and that held primarily the government documents collection. Third floor was the classroom floor. It was all classrooms and small lecture halls. Fourth floor was faculty floor, so it was all offices. Then the fifth floor was a combination of things. The Moot Court courtroom was on the fifth floor, as well as the law review, a couple of other student offices, and I think, I don't remember what else was up there. We

eventually moved some of those over to what we call the 8th Avenue side of the campus. I remember we moved law review and most of the student groups to the other side because there was more room.

JP: Now, those buildings had been part of a school?

JS: The buildings on what we call the 8th Avenue side, had been the old Ft. Lauderdale Oral School, and right when I arrived, or soon after I arrived, we moved the school program here to the main campus. What had happened previously was that the Oral School itself had struggled financially, and the university took it over and, through some philanthropy built a new building on the main campus, the Ralph Baudhuin Oral School. So we moved the program over, and we were already using the two dormitory buildings for the law students, but then we took what we call the main administration building and converted it, put the law review library in there, the law review, all the different student organizations all went in there, and I even ended up with an office in that building.

JP: Now at this point the facilities for the law school were pretty good.

JS: Um, facilities were pretty good.

JP: Adequate, better than that?

JS: Um, they were adequate. We were already starting to run into a situation where our student enrollment, which at the time was roughly 300 students per class, so that meant we had, if they were all there at the same time, 900 students, primarily on the 9th Avenue property where the five story tower and the library are. We were already starting to run into issues of congestion because of the number of students. We were limited on expansion. We really could not create any more classrooms. The library was okay. We had enough room in the library, but we were constrained with class space, we were constrained for faculty office and support staff space.

JP: So had you previously in your background been involved with facilities management?

JS: Yes, I grew up in Rhode Island and I came out of a construction family. My father owned Rhode Island Electric Corporation, which was an electrical contractor, so when I was about yeah high, 7 or 8 years old, I could tell a conduit coupling from a connector and all kinds of wires and stuff. My uncle owned Liberty Electric, my cousin owned Raymond Construction Company, and so I sort of grew up in the business, even though that's not my academic

background. So, I have been involved in construction, I have been involved in manufacturing up there. When I was involved in manufacturing, one of the duties I had besides, and I was an estimator, I was a production manager, but I also ended up being in charge of the buildings too because of my background. Then, when I was at the Merchandise Mart I was one of the folks that operated the physical facilities, so that was why I was kind of interested. The only reason I was interested in that little postage stamp ad originally, was because I lived up in Pompano Beach, and I was driving to Miami sometimes 7 days a week depending on what kind of activity we had down there, plus I was in University of Miami's fairly new executive MBA program at the time, which meant I was down in Coral Gables every Saturday for 2-1/2 years. So, I was looking to reduce my driving and, hey, this was in Fort Lauderdale, oh great, shoot, that's 20 minutes away, not an hour plus.

JP: What did you know about Nova when you first came?

JS: I didn't know a darn thing, and as a matter of fact, it's kind of amusing. I had the interview with the guys and Bruce was taken with the fact that my undergraduate degree is from Brown University. He was taken by that fact, so anyway, they think they want to hire me.

So, what do I do next? You have to go up and talk to Human Resources on Main Campus. So I find my way up here, and I am driving around, up and down College Avenue, looking at what was then Broward Community College thinking that is Nova. I keep seeing a sign saying Broward Community College, and thinking where is this Nova University place. Finally, I spotted the old -- we used to have a reflecting pond out in the front. There are pictures of it over in the archives, and there was a wall and a pool and a little fountain, none of which worked at the time and it said Nova University. I said, "Oh, well this must be it." I look and I see this handful of buildings. I see a few Australian pines, a couple of little scraggly palm trees, and I was thinking, "Oh no, this is it?" I had already been to the east campus, and I thought that was not too bad. I come out here and it's like, "Oh, my goodness." I have to try to find Human Resources. I am told Human Resources are in a dormitory building. I am thinking I graduated from the seventh oldest university in the country, I have gotten an MBA from a university at the time that was 70+ years old and fairly well established. U of M didn't have their championship team at that point, as I recall, the football team. So anyway, I finally found Human Resources in what we call our Cultural Living Center in one of the apartments on

the first floor, and I said, "What have I let myself in for?"

JP: So, the other buildings would have been Norman, Parker --

JS: The Rosenthal Building, which was the first building built at the university was here. Parker was in place because that was the second building built. Mailman/Hollywood that we are in now was here, that was the third building built. The, what we call ASA, but what was then the Family Center Building just to the west of Mailman-Hollywood, that was in place. Over in the residential quad, the original three residence halls, everybody calls them A, B, and C, but they are actually Founders, Farquhar, and Vettel Halls were there, and then this newer one that had been built by one of our board members and leased back to the university, Cultural Living Center, that was a relatively new building at the time, probably about a year, no more than a year old.

JP: Were there any trailers around?

JS: Yes, there was a ton of trailers, and then the only other permanent building, I will explain the trailers in a second, and the only other permanent buildings were

going to the west side of the campus. You had the University School Lower School building, and then you had the relatively new Baudhuin Oral School, which was at that point just opened. Then, next to Parker Building was a site, which had some foundation work and nothing else going on. That ended up being our Sonken Building, which is our high school building for university school. Out past the Rosenthal Building, just to the west of Rosenthal, was a series of old dilapidated trailers, and originally those were the first buildings on the campus. Those trailers had originally housed basically all of administration, such as it was, and the president's office had been in Rosenthal. That had changed by the time I got here. So, when I arrived, all these old dilapidated trailers primarily housed the physical plant operation, and a set of them still housed the Goodwin Cancer Research Institute, Joel Warren and his researchers were in one of them. Purchasing was in one, like I say, physical plant was in one, there were multiple units put together. We had one that eventually burned down that we were storing records and law equipment in and a bunch of other stuff. Then there was a double wide, which was owned by an independent company called South Star that was doing satellite uplink and downlinking out here, and we had a cooperative deal with

them for them to provide some satellite access for some of our distance education. We eventually took over that modular and when I moved to the main campus, I was in Rosenthal for a little while and then I ended up using those modules.

JP: So when you finally found Human Resources, what kind of salary and benefits did you get, and was it comparable to other positions?

JS: Yes, you know, let's face it back in the '80s people didn't get paid what they get paid today. So, I was okay with -- actually, let me back up, because before I ever ended up at Human Resources, I am trying to remember, I had met my future boss, I must have met, I don't remember when I met him, Jim Guerdon. He was Vice President of Administration and Finance, and we had already worked out the salary deal. So when I end up at Human Resources, the salary had already been posted as part of the job description, and I think I got Jim to give me an extra \$1000 more than what was on there or something. So, the point of going to HR was as much just to understand benefits and sign all the documents.

JP: What kind of benefits did you have. You had health?

JS: Well, we had health benefit, we had a life insurance policy. We had the TIAA-CREF, now at the time my recollection is you had to be in I think five years before you were vested.

JP: But they were matching your input?

JS: Very similar to the way it is today, the university would match the employee contribution. Back in those days, and it is still somewhat true today I think, back in those days the benefit package really was as much of an attraction as the salary. I felt the salary was reasonable, it was about what I was being paid at my other job, so that was fine, but the benefits were much better, plus it didn't apply to me so much since I already had a Bachelor's and a Master's, but for a lot of our employees, you had the tuition waver, so the employees at that time could get their undergraduate at no cost. They could get a Master's degree in a lot of our programs for either no cost or little cost, so that was very attractive.

JP: That is a pretty good package for a new school.

JS: I think it was a very good package, and I didn't really know at the time, although in my first 10 months I learned a lot down at the law school. I didn't know

anything about the tenuous finances and all, I learned about that in a big hurry. I didn't know about the government structure at the time, but I learned about that in a big hurry.

JP: Did you ever have to delay cashing your paycheck?

JS: I remember those days and not only did that occur, but a lot of the, not all but a lot of the local merchants here in Davie were very supportive of the university, so we could go and buy and they would give us credit, and if they had to wait 6 months to get paid, or whatever it was, they dealt with it. There were some vendors who would not do that, so if I was not dealing with say Kovac Automotive and Harvey and Joe would extend the university credit because it was part of their, they felt part of their responsibility to support this new university and to support Dr. Fischler. If I had, and I won't use the name, but if I had to send it down to the Ford Dealership on 441 in Hollywood, send one of our vehicles down, I would have to send my credit card, and I would do that. I wasn't the only one, so we would use our credit cards and then we would wait 6 months to get reimbursed, but it was all for the good of the cause.

JP: You were at the law school for how long?

JS: I was there for about 10 months.

JP: Not very long.

JS: Not very long because Dr. Lewis came down. He used to pop back and forth. I think he missed the law school environment, and I think I met him maybe the second week I was there, maybe even the first week. He would pop down, and we became friends, and he kept saying to Jim Guerdon, the administration and finance VP, "Hey, we got this new fellow down there at the law school campus, and we are wasting his abilities down here, we need to bring him up to main campus." So they conspired to create another position up here, which was Director of Business Services, and I ended up, I guess around month 10 or 11, coming to main campus as the new Director of Business Services for the university, and there had not been one previously.

JP: And what exactly were your responsibilities in that job?

JS: I had to create them, but basically as an example, Jim's secretary was in charge of the university's phone system, of course she didn't know the first thing about a phone system. So I took over the management of our telephone system. The Purchasing Department reported to the

Physical Plant Department, which made absolutely no sense. Again, a lot of these relationships were because we didn't have people in place, so Purchasing ended up reporting to me. The mail room, I think as I recall, reported to Physical Plant as well, so I separated that, and that reported to me. I ended up creating our, writing the first travel policy and creating our travel office in a contract with one of the travel agencies we were using.

JP: So you were doing travel, you were doing the telephone, you were doing the mail, and the physical plant.

JS: Physical Plant was still not under me, it was still reporting directly to Jim when I arrived and within 6 months he put that under me as well.

JP: So within a year you had it all.

JS: I had it all.

JP: What kind of staff did you have? What kind of support system?

JS: Well, the other thing within the first 2 years, I also created the Public Safety Department, because all we had when I arrived for safety and security were, and take no offense at this, what I call the 3 old men, the broken down pickup truck, and the CB radios. That is literally

what it was. I mean it was just horrible, so we ended up creating the NSU Public Safety Department, and I hired a retired police commander who also had a lot of experience in loss prevention in the private sector as our first public safety director. So we created a public safety department for the university.

JP: Were there any issues before that time?

JS: Only that we had literally next to nothing here and there had not been any significant problems, but from a liability and risk management perspective, the three old gents and the pickup truck that most of the time didn't work, and no communications to speak of besides a couple of walkie talkies didn't make a lot of sense. And, Jim Guerdon in particular had come out of some major universities. He had come to Nova from Virginia Commonwealth, where he was the Vice President, and at VCU there was an entire police department that reported up under him, and before that he had been at FSU, so he knew what it was like, what you should be doing for safety, security, and protection of your campus community, so we started off on that path, and never looked back.

JP: So, did you have enough funds (unintelligible).

JS: We never had enough funds. It was pretty sad back then. Most of the physical plant fleet was second- and third-hand vehicles. A lot of them were State of Florida surplus vehicles. In fact, I remember our plant director, this was after it was reported to me, and one of our supervisors went over to the west coast of Florida on a weekend. We had given them a check. The State of Florida was having an auction of surplus vehicles. I said go ahead and buy one or two, whatever we can get for \$1,000, we gave them a \$1,000 check, something like that. They bought two of them, then half way across Alligator Alley one of them broke down on the way back, so that was our lot in life back then. Our physical plant mechanics were not really trained. We didn't have equipment for them. They brought their own tools, such as they were.

JP: I understand that for a long time, and maybe even today there's no central power plant?

JS: The way -- excuse me, okay, they have a fire alarm activation over at the Family Center -- again, going back to the idea of community service and the like, there was a very well-known architect in town, name of Jim Hartley. Jim had been in the Hollywood/Ft. Lauderdale community pretty much all his life. He sat on the board of

Hollywood Federal, chaired it for many years, and was the dean if you will of Education Architects, certainly in the State of Florida, if not in the southeast. He designed a lot of the original public school buildings here in South Florida. He and Dr. Fischler formed a friendship early on, and Jim Hartley was the university's architect, almost from the beginning here in the old days. He was another one who, while if he didn't get paid, he didn't get paid, he didn't get too concerned about it. He is deceased now, but he told this story many, many, many, many years ago that when he was designing the Parker Building, he tried to convince Louis Parker, who donated money and therefore his name is on the building, that this campus, which only had one building on it and a bunch of trailers, needed to have a central energy mechanical plant. He told me that he couldn't convince Louis Parker to give him enough money to create a central energy plant if you will. So, it was certainly in his mind as the university architect back then, but it didn't happen. So, the way the university developed, and I pushed us in this particular direction, we started to create what I call regional central plants, that I could ultimately tie together, both electrically and with chilled water. In fact, we are starting to now do that,

with the creation of the new extra-large central plant that we built last year.

JP: So it has been up until last year before you really had got what you needed.

JS: Right. And, again the way we developed the campus up until now has worked because we did it in such a way that we could connect these plants and/or connect to the large plant that we just built and, if necessary, retire one of the smaller plants. But, again Mr. Hartley was thinking the right way back then, but there just wasn't any money.

JP: That has been true of a large part of the development, I mean you just take what you can and build what you can, and then you go to the next stage. Talk to me a little bit about how your responsibilities evolved, in particular things like telecommunications and mail. How long did you keep that under your purview?

JS: Well, after I was given the responsibility for physical plant and all the maintenance of facilities, and then at that point, and we are now talking probably '86 or '87, the university managed to put together a consortium of

banks, Jim Guerdon was able to do that, and the Sonken Building started to be built.

JP: That is the university school?

JS: Yes, that is the university school. That was the one that when I first arrived on main campus there was barely the shell of a building. They had just started to come out of the ground, and it stopped because of lack of financing. So, I went over periodically and inspected the construction unofficially, and I would go back and tell my boss, who interestingly as an undergraduate has an engineering degree, even though he ended up being in finance and accounting and all that, he was actually a degreed engineer, so he appreciated what I was telling him. I told him I just wasn't happy with the way that building had been designed and built. He said, "Okay, since you shot your mouth off, you are now in charge of that too." So, from that point on any building that we designed and build and/or significantly modified, became my responsibility.

JP: From then until the present?

JS: From then until present. Basically, I became the director of business services and facilities management, and that went on until, with different titles, you know

Associate Vice President, whatever, until about 1998 maybe, I think, and when now Chancellor Ferraro came on board, of course I had known him for many, many years from him being on the board, he said, "You are going to be a busy guy for the next few years because there are a lot of buildings I want to get built." I said okay. So he says, "I need you to concentrate on facilities." So, what he did is he split the business services portion of it, because at that point business services was also over the copy center, our publications group, book store, food services, all that had been under me as well under Business Services. Then, when we looked at creating a significant new building program, at the time I thought I could handle all of it, I am kind of glad he split it away though, to be quite honest with you.

JP: Because each of those categories could be a full-time job.

JS: As the university has grown, each of those departments has grown fairly significantly. When I started, we had roughly 400 employees and we now have, as you know, close to 4000 employees. That first day I arrived on campus, I could stand at the southeast corner of the campus, and I could look across to the northwest corner of

the campus, because there wasn't much in the middle. I could look unimpeded. There wasn't a lot out here. So the growth has really been dramatic.

JP: Let me asked you about the book store, at one point it was the Rosenthal Building was renovated, the book store was in that. What has happened to the book store since?

JS: The Rosenthal Building was originally intended as a student services building and our student union, but was never used as such until we did that first renovation, which would have been --

JP: 1992 I have.

JS: 1992ish, yes. Late 1991 and then finishing up summer 1992. That converted the building basically into what it was intended to be. We moved all the administrative operations out and then it became the student union if you will, and we created the food service, and we did the first edition, which created the book store. We then, when we merged with the health professions, with SECOM (Southeastern Colleges of Osteopathic Medicine) back in 1996, looking ahead to bringing the health professions to the main campus, we did one more expansion on Rosenthal to

add another base so that the book store could handle all of the resources needed for the medical and related students.

Then, we ultimately moved the book store on a temporary basis to our shopping center, University Park Plaza, sitting out there in what used to be a patio store, and while it was in Rosenthal, the owner of the book store, the owner/operator of the book store who had been one of our undergraduate students years prior, died, unfortunately, still a young man, and we issues an RFP. We ended up choosing Barnes and Noble to be our book store, and they operated the book store in the Rosenthal until such time as we moved them over to the University Park Plaza.

Ultimately, when we rebuilt a shopping center into what we call the Academic Village, there will be a Barnes and Noble, one of the super college book stores that you see around the country as part of that development.

JP: In your early years, when you were dealing with Facilities Management, what was your biggest problem you had?

JS: The biggest problem really centered around no funding, so everything --

JP: You mean upkeep, maintenance --

JS: Yes, everything stemmed from there so with a lack of funding, and I am not being critical because Dr.

Fischler's whole method of operating back then was to take whatever monies he could find and plough them back into the academic programs and, in growing the academic side of things, which, if we look back at the history of the university, it worked and it made perfect sense. But that left very little funding for the central administrative services, and so on the physical plant side of things, that meant that you could not do a lot of maintenance, you had to put a Band Aid on everything, you did not create the best learning environment by any means. The campus looked nothing like it looks today. We couldn't put money into the infrastructure, we didn't have much in the way of irrigation, so we couldn't grow too much, couldn't afford to plant a bunch of trees that would just die anyway because we didn't have the money to fertilize them and things like that. Again, it was a very low buck operation. Some of the physical plant operation were proprietary employees, some of it was contracted out to a local company, that company primarily provided custodial services for us, although in the residence halls, we had our own crew doing that.

JP: So, you were responsible for all the wiring and the computer set ups in each of the buildings.

JS: The actual computers themselves were, at the time, handled by OIT. We didn't have much anyway. The wiring was sort of just thrown into place by whoever had some wire. Where I first got involved in a significant way with technology infrastructure, was when we finally made the decision, which was a good one, to start connecting the buildings with underground conduit, so that we could run telecommunication wiring, whether it was for the phone system, whether it was for our network, through there, so I basically took that project over, and I have overseen the infrastructure part of what we do at OIT ever since.

JP: What year was this when you started?

JS: Oh gosh, either Ed Simco or John Scigliano would probably remember better than I, but when we started hooking up these buildings underground had to be around 1990, I think, somewhere around there. So, today since I am still responsible for all of our facilities, and we don't allow wiring or any other kind of work to be done in the buildings unless it runs through my department, because one of the things I found was back in the old days when people would do things on a shoestring, they would also do things

that violated various building codes, like running wire through a ventilation duct that run up four floors of the building. In fact, that happened in this building. So, back then no-one paid attention to codes, it was just, hey put a Band-Aid on it and keep the operation going as best as possible.

JP: So, when would you say that in terms of maintenance and repairs, that you got to the point where you had enough staff and enough money to do it right?

JS: We had a couple of watershed events. I could probably argue that right now I still don't have enough money to do it right. Most facility managers will not admit that they have enough funding. Over the last 10-12 years we have managed to, one way or another, pretty much fund everything that we need to fund, so we do not have a significant deferred maintenance issue at this university, and that is something our trustees were adamant about, going back even longer than 10-12 years, going back a good 15 years ago or so. Our trustees said, "Look, we don't want a deferred maintenance problem at this university the way most other schools have." So while I can today look at a spreadsheet and look at a backlog, what I would consider a backlog, of projects, a lot of those projects are, if I had

a few extra dollars, I would like to do this but are they critical to the mission, no they are really not.

JP: Something you would like to have but don't have to.

JS: It would be nice to have, but it's not going to have any effect on our students or our faculty, whether we do it or whether we don't. So we are in pretty darn good shape compared to a lot of schools.

JP: So look at Nova in the past 25 years, how would you evaluate your staff, the number, qualifications, experience, obviously as you indicate earlier, you just found anybody who could try to repair something, how do you look at the staff, their experience, and their qualifications?

JS: Over the last 25 years, we have upgraded standards, so when I first started, we had electricians that did not have licenses. We had mechanics that had no kind of licensing. Today, and we use a combination of both proprietary employees and outsourced employees. If it is a skilled trade that requires licensing, then you have to have your license. In some cases, it may be more of a certification, but you need to have the certification.

Within public safety, the management staff is pretty much all degreed professionals, one way or another, and we have just instituted a new salaried position classification for the officers to give them vertical movement promotional opportunities. There is a whole set of requirements for even incoming officers as far as experience and what they are expected to learn within their first 90 days, and then there is a whole variety of certifications that are required by us to attain. We do a lot of our own internal training.

JP: So you are not talking about local or state, these are internal.

JS: These are internal but they emulate a lot of local and state criteria, and in some cases they are the same as what a municipal, state, or federal officer would have to go through. So, as an example, we do based on homeland security guidelines, we do a whole section on training session on homeland security, and then we issue the certification under the homeland security guidelines. We do --

JP: Hazmat, and all of that, you do the whole deal?

JS: Yes, we do a water rescue training because, as you can see, we have retention lakes, we have canals out here, and so we have our officers go through training, and they get certified on proper procedures for water rescue. We have gotten very aggressive with compliance with OSHA, EPA, which relates to hazmat. I have two people now that work in my office and that is all they do, is work on safety compliance, regulatory compliance, so we have come a long way from the days --

JP: Hoping nothing happens --

JS: Hoping nothing happens. Back then, if I had 12 vehicles in the fleet, most of them wouldn't work. It was a lot. Today, the fleet probably numbers close to 200 vehicles of one type or another, a lot of service vehicles, transit buses.

JP: Are you responsible for the shuttles?

JS: Oh yes, sure. All that good stuff.

JP: Well I have always heard both good things and bad things about it. Sometimes, the requirements get a little picky a little onerous.

JS: I have really never had a problem with OSHA. What I found in the past is that if there is a deficiency, and

you address it in a timely manner, and you document it with OSHA, there is no problem whatsoever. We try to be proactive as opposed to reactive but, when we have to be reactive, we do it the right way.

JP: There has been a major change of course in provisions for disabled students and people like that. Do you see all that as effectively maintaining the safety level for the campus?

JS: Yes. As an example, when we were designing the Shepard Broad Law Center and Leo Goodwin Sr. Hall, that was actually designed and permitted just prior to the adoption of the original American with Disabilities Act, but we knew it was coming, so even though the rules had not been completely finalized, we knew enough of what the rules would be that we incorporated everything we could from an ADA perspective in that building, and over the years we went back and modified older buildings like Parker to make them accessible, even if we couldn't come within the absolute dimensions, we would come very close. So, we might be off half an inch on a turning circle, but you know what, it doesn't really make that much difference. Certainly, anything that we build that is new, fully complies.

JP: Well you can't be certified now without it, right?

JS: No you can't. Probably where there is any physical access for ADA, typically is not a problem, it is relatively easy to do. I have never seen the value in trying to not do it. There is no reason not to.

JP: Well you end up ultimately you have to spend more time, and you might get into legal issues, and would cost more in the long run.

JS: What sometimes is a little more difficult, but I think the University does a good job of this, is making reasonable accommodation when it is not access, but how do you provide for the hearing impaired student in the classroom, that type of thing. We have an office that works on that, and I think we are all fairly attuned to those issues. So, overall I think we do a very good job at access and accommodation.

JP: How many people would you have on your staff now?

JS: Right now there is somewhere around 300 employees, well no there are more than that. Proprietary employees probably in the 200 range, and then there are another 300 or so that are contract employees.

JP: So, all the janitorial services --

JS: All the janitorial, all the grounds and all that

--

JP: They are all hired out.

JS: They are all hired out. Those are separate companies. We hire them.

JP: Were you involved in that issue when there was a picketing going on, when --

JS: Oh, I certainly was.

JP: Tell me a little bit about the negotiations with that. I think there was at one point, there was a charge of unfair labor practice, is that right?

JS: Yes, and as a matter of fact, I am the one who had to go down and deal with the National Labor Relations Board in Miami. The problem was that the charge, at the time again all of our physical plant operation was contracted out, and it was those contract employees that the union was trying to organize, and the charge was that the university obstructed or interfered with the rights of one of their workers. My argument was that that is not our employee.

JP: They didn't work for the university.

JS: They don't work for the university, so we didn't do anything. The company we hired was the one that did the obstructing, if you find that they did the obstructing. The whole problem with that particular union initiative was simply that that union does not believe in, as most of the AFL-CIO unions do, does not believe in closed secret ballot elections. They do what is called a card check, and frankly most of the employees they were chasing were immigrants to the Country. A lot of Hispanic, a lot of Haitians, some Mexicans. The majority of them do not speak English, they don't really understand, and the union was trying to take advantage of that. A lot of them would come and tell us, well they give us this piece of paper or this card, and we assume that that means that we are asking for information. They don't realize that when they are signing it, they are saying, yes I want this union to represent me. We just never thought that that was very fair, and we did not directly oppose the union, although we made our position very clear on that if any union wants to use a secret ballot election process, monitored by the NLRB that is fine by us. But we think the card check process is highly unfair to the workers.

JP: The NLRB is National Labor Relations Board for the record. So, currently are all the workers unionized?

JS: No. However, the custodial and grounds workers are not unionized. That contractor is still going back and forth with the union and the NLRB, but there are a number of contract workers on the campus that are unionized.

JP: The electrical workers probably.

JS: It is actually the HVAC workers. The contractor that supplies those workers, most of his workers are unionized.

JP: So are you currently having any problems with labor unions or labor problems?

JS: We currently are not having any labor union problems, and we are not currently having any labor problems. We did have an issue 12 years ago, when some of our faculty tried to organize.

JP: The United Faculty of Florida.

JS: Yes.

JP: But that was voted down pretty decisively.

JS: It was voted down, and it was only a couple of small, we did a very open process of discussion, and again

per NLRB rules, it was all secret ballot, and it was overwhelmingly turned down.

JP: Of course, there is some demand for change as you know, and I don't know how this legislation is going to come out but, that is not of interest. Let me go back. When you were building the new law school, and this is of course critical building for this campus, I mean the law school is now on the main campus, but this is the beginning of the development of the central campus.

JS: Sure, well at the time the law school was the premier program. It was the 900-pound gorilla.

JP: But that building in some ways you could almost see that as an anchor building for the main campus, so were you under specific orders to say, "I want this building to be magnificent, or functional, or --"

JS: Not really. I have always approached any of our new buildings, and the trustees know this, with an emphasis on the structure and infrastructure in the building, because we are trying to create a university that is going to be around for the long haul, so we are trying to design and build buildings with 50- and 100-year life cycles. Yes, we want buildings that make a statement architecturally,

and as you can see, we have what I call an eclectic style, because we don't adopt any one style, we try to let the architects develop a building based on what the building's function is and what it's occupancy is.

JP: Who chooses the architect.

JS: Architects are chosen by the Board of Trustees. We have a building and grounds committee of the board that typically either makes a recommendation to the full board, the full board always adopts, or in some cases the full board just tells the building and grounds committee, go work with the administration and pick the best. We typically do the same with our builders. So, the board is involved with those decisions, so we don't have controversies after the fact, so that is a good thing. The law school at the time was certainly a significant project at some 110,000 or 120,000 gross square feet was a massive project.

JP: Were you involved at the Miami Dolphins facility at all.

JS: I have been involved in everything we have done, very much so.

JP: But now the Dolphins built that facility, did they not?

JS: No, the university built it. The way that arrangement works is, we built it on our property, the --

JP: So you picked the architect?

JS: With them.

JP: In other words they had to design their facility, and you built it.

JS: Yes, it was their program, they didn't really care that much who designed and built it. They agreed, but they had a program. They worked with us very closely, with the architect, and the builder on the actual design and layout and so on, and all the special --

JP: Because they had a very specific purpose --

JS: And, so we built it, they paid for all the construction, they reimbursed the university for all that, and they in essence have a long-term lease out there. If they ever leave and then there is no successor NFL team, then we simply take it over again.

JP: What kind of lease arrangement?

JS: It's, you know I have it in my office, I haven't looked at it in a while.

JP: So they pay a certain amount every year?

JS: They pay everything, yes. They pay a certain amount a year. They reimburse us because it is taxable because they are for profit, so they reimburse us for their real estate and their personal property tax, and then the agreement had an initial term, and it has multi, either 5- or 10-year renewals, it goes out forever. No-one ever really contemplates that they are going to leave, although the last couple of years with new ownership there has been some discretion about the team going back to the stadium, but I notice right now they are actually doing a little addition on the east side.

JP: In other words, they maintain that facility, not Nova?

JS: They maintain it, yes. There is no cost to the university. To most anyone, it would appear as if the Dolphins own the facility, but they don't, but they have all the expenses as if they do.

JP: So, in the long run, it was kind of a win-win situation.

JS: It has been an absolute win-win. As a matter of fact, we probably don't take as much advantage of having the Dolphins as we should.

JP: It gives some recognition. I know in their early years any time that was mentioned, it was supposed to be at Nova University.

JS: Yes, and now it is supposed to be at Nova Southeast University. The media usually says, which is okay for our town, at Davie. They always tell us, Nova University is too long to fit in on the byline, but it has attracted a lot of folks. In the first couple of summers, we were overrun with people at the practices. They have cut back the actual number of open public practices, but when they are open, we get some good crowds. It is a good thing.

JP: The Maltz Building. Talk about how that got started. This was the psychology building all the way, right?

JS: Yes, the School of Psychology had been located in the Mailman/Hollywood Building. Like a lot of our programs, it was starting to grow. We had an offshoot of it sitting up in a rental property, an office building, on the corner of Pine Island Road and Sunrise Boulevard in Plantation,

and the dean at the time, Dr. DePiano, who is now our academic provost, kept lobbying as was the way back then. I need a building, I need a building. So, finally the executive leadership of the university and the board said, "Yes, we need a building." That's the way we do things around here.

JP: Go get some money.

JS: Yes, go get some money. Let's hire an architect and let's go build the darn thing. We don't spend a lot of time like you will see in state systems, debating things. If there is a good business plan, and we figure out a way that we can fund it, we go do it.

JP: So in essence there was not at that time, and may not still be, this overall plan to develop the campus.

JS: No, there was. There was actually a very, very early plan that dates back to probably the mid to late 70s, and it is interesting that the campus actually has evolved very similar to what that original concept was. Back in 1994 maybe, again the early '90s, we decided that as we started to anticipate growth, that we needed to develop a real campus master plan, so we hired Ed Stone and Associates here in Lauderdale. They are one of the foremost

land planning architects in the world to develop our campus master plan, and they have been our campus master plan architects ever since. So, everything we have done on the main campus since '94 or so, has been part of the plan that they worked on, and basically the plan and the part that keeps it close to that original plan that goes way, way back when, is having a library basically in the center of your campus.

JP: Well 1994 was the Horvitz Building, right.

JS: 1994 was Horvitz. If I realized we were going to look at dates, I would have brought them with me.

JP: That is what I have, I have 1994.

JS: I have all that in my office.

JP: So that is the central part, now you have a main administrative building. I understand at one point they intended to do 3 stories and had to settle on two.

JS: On the Maltz?

JP: No Horvitz.

JS: Horvitz, well when we started, well we had been talking about an administration building way before that, and when Dr. Fischler first asked me, and it was way before

1994 or 1995, my concept was something about the same size as Parker Building. Three stories, 75,000 square feet more or less, and I figured at the time, we would occupy two floors and have a third floor to grow into. Well, by the time we got right down to a new building, we also had a new president. That was Dr. Feldman, and he wanted to build the building as inexpensively as possible, which meant it had to be as small as possible. So, why I still wanted to do a third floor, he said you don't have the money to do a third floor and shell it out. So, I actually made the building bigger and never told him.

JP: You know how they do it, if it doesn't cost them any more money --

JS: Because, when I was trying to get to the final layout, and I actually did a lot of work in that building myself, laying it out, I couldn't fit everybody in that I needed to on the first floor, so I ended up bumping out the building and making it longer, and I ended up making the rotunda smaller, and I was able to get everybody in there. Back then we were still somewhat on a shoestring, so the only way you can expand that building is to expand off the north and south ends, and that kind of wipes out your parking lot.

JP: But the design is good, the way it sits, it is sort of the top of the campus.

JS: And it is a very classical design, and it sort of says "Administration Building." I think it gives that projection, and at the time, Dr. Feldman's position was well administration isn't going to grow. I don't think anyone at the time ever anticipated the kind of growth that we have seen since the merger with Southeastern.

JP: The one thing about Feldman though is that he did emphasize the concept that this campus needed some landscaping and talked about palm trees and that sort of thing.

JS: He did. One of the very first meetings he and I had, we drove around in one of my golf carts, and he was bemoaning the lack of landscaping, and I said, "Well you know Stephen, all it takes is money." We had been slowly improving things, but again landscaping and all the support that goes with it, was not a priority.

JP: Should it have been?

JS: At that point in time, we were starting to get to the point where it could have been. The palm trees, it was great, was that the best use of the money, I am not sure it

was the best use of the money at that point. Today, though, today the campus, the way we have developed it and what you see on the campus, certainly provides a highly positive first impression. When parents and the students arrive, I think you have to create that impression with your grounds and with your buildings that, this is an institution that I want my son and daughter to go to.

JP: A substantial place.

JS: A substantial place and from the student's perspective, wow. The parents all want to see the library, and the students all want to see the rec facility. Okay, well, bring 'em on because we can hold our head as high as anyone else with the way we have developed it this way. In fact, we have won numerous awards for our buildings and our grounds, design awards, construction awards. We have won all sorts of awards. But, I think it is important to project that image. I mean it clearly makes a difference.

JP: In terms of the two you just mentioned, the library and the student's center are you covered? Because the library in 2001 is the largest and it is a beautiful building.

JS: It's the largest library building in the state of Florida, although Jacksonville, Duval County, claims theirs is larger, but it's not, physically. Our library has a tremendous capacity to hold volumes, and we are nowhere near capacity. I mean we have --

JP: The top floor is completely empty.

JS: Not only the top floor, but the east side of the fourth floor is still -- that will be the next thing that we will finish out for stacks.

JP: Then the student's center was big because --

JS: University center, yes. What is really nifty about the university center, well one of the nifty things about the university center is it married that brand new building with the original Rosenthal Building, and the fact that those two buildings literally, I mean they are literally now one building. They are attached to each other, and you almost cannot recognize --

JP: It is if you didn't know that was (unintelligible).

JS: If you didn't know it, and I point it out to people, and I say, "That is the first building built on campus", and they go "Hey, you're kidding". We were able to

do that without actually losing any of the structure of the original Rosenthal. At one point we --

JP: So, there was all this space that is still used.

JS: All the space is still there. At one point, we were going to have to lock off one end of the building, the west end, and I didn't want to do that because it was going to cause a bunch of structural issues, and then also it was going to cause us to lose space. So, I moved the new building, which freaked out the architect, the master plan architect, and everybody else. I said, "I don't care, we are going to move the building." So, I moved the building, I don't know, 20-30 feet, and never looked back.

JP: Talk about the development of the health profession, the medical school, and all those buildings. Now the Southeastern, they paid for the building.

JS: They did. The merger did a number of things, as I am sure you have heard from other people. It immediately elevated our stature in the ranks of higher education because there are not that many medical schools around. So, okay, all of a sudden now Nova has a medical school. The other thing it did was they had a lot of money. And, not only did they have a lot of money, but we acquired all the

property at North Miami Beach, which now all of a sudden our balance sheet became highly positive on the assets side, so that was a wonderful thing. Then all the money that they had in the piggy bank about \$40 million of that went into the new facilities. So, no debt. So it was like, wow, and plus the number of students increased. Everything increased.

JP: Tuition?

JS: Yes. Revenues increased. Clearly, I think if you look, there are two watershed moments in the history of the university. The first one was the association with NYIT and then the dissolution of that agreement, because then the university could stand on its own two feet. Then the merger with what we now call HPV. Certainly, in the recent history, the last 10-12 years, that is clearly the watershed event. Coupled with Ray Ferrero becoming president and now chancellor, because he took advantage of all the positive aspects of that merger and leveraged them into what you see today.

JP: Did you have much to do with the design of the medical school?

JS: As I have said previously, I have a lot to do with all of this, so yes. That was kind of an interesting project because we literally were -- it wasn't intended to be a design build, but we were doing it on such a fast track basis, that it kind of what it ended up being.

JP: It was very quick wasn't it.

JS: That is really what it ended up being, was in effect a design build. As a matter of fact, the architect had three women, one of whom was in the field on site every single day, the other two would be back and forth. Literally, we would sit almost on a daily basis and say, okay, this section of this floor is going to look like this, and they would kind of draw it up while the guys were putting up the framing. It was rather interesting to say the least.

JP: This is a building that has to be pretty specifically designed.

JS: Yes, it is actually a series of buildings and each one is a little bit different than the other. They are all different in terms of their use, but each one is different from the other in some respects. Structurally, the Tower Building has smoke evacuation, whereas the other

buildings don't. The buildings were built from north to south, so the very first building that was built sequentially was the clinic building, and that is a three story building. Originally, we were only going to occupy and build out about a floor and a half. By the time we were done, the health profession folks had figured out a way to use almost the entire thing. So we built out more than three-quarters of that building, and then some years later, we stuck the dental school in right next to it.

JP: So, this whole process from the time they really started on the merger to the time it gets built out, is unbelievably fast is it not?

JS: It is very fast. Again, it is the type of thing. That is really a hallmark of the university. Whether it is creating academic programs and actually getting them and getting students enrolled, whether it's creating buildings, we have always been that entrepreneurial spirit that we have, we have always been able to react very quickly to situations and move the process along very, very quickly.

JP: What about some of the other developments?
Comment on The Commons and then on Rolling Hills.

JS: Well, as the university has developed its strategic plan, we recognize that most of our graduate and first professional programs are capped, most not all, most are capped by accreditation. You are only allowed to have I think it is 110 dental students in your incoming class. The law center is not really capped but there are some physical constraints even within the new building. So, many years ago, in order to keep the day population, the day program at a certain level, we created the night program. But that leaves, quite honestly, the undergraduate school, and it is the youngest of the schools, really one of the smallest schools. That left the undergraduate program as a strategic initiative. So, as we looked several years back at growing the first time in college, traditional type of undergraduate program, which would bring a critical mass of students to the campus, residential based students, we recognized that we don't have enough residence halls. We already knew we didn't have enough residence halls for graduate students, tremendous demand from the graduate population for housing. So a lot of the apartment complexes that immediately surround the university are rented out by primarily our graduate students. Some cases it is close to 100% of the units. But, again looking at undergraduate, back in the early 90s, we had built Goodwin Sr. Residence

Hall, strictly as an undergraduate residence hall. And the other four buildings are really apartment style buildings. So, again, in creating the master strategic plan for the growth of undergraduate, the decision was made a couple of years back that we needed a new and larger undergraduate residence hall, in part for the second, third, and fourth year undergrads because Goodwin is really intended to be more for the first years and some second years. So, we did a design billed for that one.

JP: This is The Commons?

JS: This is The Commons. Went up relatively quickly as most of our projects do, and has been a good project for us.

JP: Is that one of these quad room designs?

JS: That one is, yes, it is a quad room. Goodwin was interesting at the time, Goodwin Senior Residence Hall, because we basically did 2 beds, each room there in Goodwin, except for the few singles, have two beds, and the two student share one bathroom, which back in the late 80s or early 90s was relatively unique for higher ed.

JP: Used to be one all hall.

JS: That is about it, yes, you got the gang toilets down the hall. Well, you know 10+ years later, 12 years later, whatever it was, there is more of a suite concept or quad concept, and that is what we feature in The Commons. Each suite, if you will, has a central living unit and then there is typically 2-4 bedrooms hanging off that. If it's a quad, each two bedrooms share a bath, so you have a living space, four bedrooms, two baths, and then a common little kitchenette type thing with microwave and under counter refrigerator.

JP: And Rolling Hills is for graduates?

JS: Now Rolling Hills, we tried for years to buy Rolling Hills, and it almost slipped away from us. But, to make a long story short, we bought it. That was the hotel property itself. We converted that into graduate residence halls, the 7-storey tower and the 3-storey tower, and the following year rehabilitated the resort pool area, and that building is absolutely full. It continues to be full.

JP: I hear it's fairly plush.

JS: It is. Well, particularly the pool and all, but the living facilities are very nice. By and large they are private units with their own cooking facilities. We do

have, particularly in the B-Building, which is the 3-storey, a number of quad units, which are similar to what you see in The Commons, but they are much larger. So, for graduate students, they are very good, very nice.

JP: What percentage of students would live in university housing?

JS: Currently, right now for both undergraduate and graduate beds, there are just under 1500 beds total, there are 1492 beds, if I remember the number.

JP: So, if you are going to expand undergraduate, you are going to have to build more?

JS: Right, we have development rights in our plat to build up to 5000 beds in our residential quad, and with EDSA, our master plan architect, we have a master plan, which we update every year with the town of Davie that shows new buildings. The next phase of new buildings would likely require demolition of some of the old ones, but we don't need to do that quite yet.

JP: What has made Ray Ferrero an effective president?

JS: A couple of things. One, maybe the most overriding quality is vision. His vision of looking out at what the university could be and/or should be, coupling the

vision with his ability to get the vision accomplished, and with all his years in the Florida community, there is almost no-one he doesn't know. So, that is very beneficial for your chief executive. I am constantly amazed, he will say to me, "Oh, I ran into so-and-so, I haven't seen him for 20 years, but he is interested in doing this with us, give him a call." Okay fine. I think that is really the hallmark of his success, is that he is a visionary, and yet he has got the relationships and the skills to make the vision the reality. When he first came, he says, "I've got three priorities as far as the facilities go. We need a library, we need a business building, and we need an athletic building." So, okay, we now have the Alvin Sherman Library for research and information technology, we now have the Carl DeSantis Building that houses the Wayne Huizenga School of Entrepreneurship, and you now have the Don Taft University Center, which is the envy of an awful lot of division one schools, let alone most of the division two schools in the country. As Ray would say, "Well a couple of other things snuck in there in between time that we really didn't plan on" but, again, the hallmark of the university and of his leadership is, if an opportunity presents itself and it makes sense, then we take advantage of it.

JP: So, he is rather determined in getting his will accomplished.

JS: You could say he is determined. Any successful person, I think, is a determined person.

JP: Looking back on your career, what would be your most positive or rewarding experience?

JS: To date -- well interestingly, while a lot has transpired but interestingly one of my proudest moments was last May, when my niece graduated, and my wife and I don't have our own children, so my nieces and nephews are our children, and this particular niece, Danielle, spent an awful lot of time with us when she was growing up. It's my wife's sister's children, they grew up without a dad, by and large, he left the family when she and her brother were fairly young. So we have always been their support, and I talked her out of going to the University of Miami, because I said, "Danielle, you can't do that to me." She graduated last May with her undergraduate degree, she graduated on the Dean's list with her undergraduate degree in business and finance. She is working full time now at Granger's Supply doing orders and customer service and all, and she is working on her application, although she hasn't finished it yet, for our graduate program because she wants to get

her MBA in international business. I have to tell you that that means an awful lot to me, because frankly she could have gone wherever she wanted. Honestly, if she had really wanted the University of Miami, I would have said okay fine, because I ended up paying her tuition regardless of where she ended up, but I was very, very proud, I am proud that she is an NSU alum, and she will eventually do her MBA, and I keep telling her that she has to take care of Uncle John in his old age.

JP: What would be your most disappointing negative experience?

JS: Hmm, years ago, and this goes back to when my office was still in the modulars, it turned out that my assistant was stealing from the university. We have had a number of those situations over the years with some folks at the university and each time that it has occurred, it has been very disappointing to all of us, because these were people that were trusted employees. It's happened in our accounting department more than once, and it is very discouraging, but my assistant, whom I hired and who eventually oversaw all of the phone system, was ordering brand new digital telephones and then turning them over to her boyfriend who was selling them on some sort of a black

market. Another one of our employees who was in another program was sort of implicated with her. Before the State Attorney could ever get a trial going on him, he died of a heart attack, maybe that was poetic justice. She eventually pleaded out. The real irony of it is, she works for the county now. It's kind of like, is this justice? That was probably my -- you know when your trust is violated like that, it's exceedingly disappointing, so I would have to say that was about the most disappointing thing that has occurred. Fortunately, that happened a long time ago.

JP: What's the future of Nova and how do you see your relationship with Nova in the next few years?

JS: The future of the university is something that, it's really now the vision of Dr. Hanbury as our new president, the board, and Chancellor Ferraro are very much in favor of this as well, very supportive. It is the vision, what he is calling the vision for the next 10 years, the 2020 vision, no pun intended, as he said to the dean of our optometry school yesterday, and it is really to elevate the university to a level of recognition that we don't currently have. We want to create a university that is recognized by the general public by CEOs, by U.S. News and World Report, as being a university of preeminence, of

high quality, and I think we will get there. We still are a secret to a lot of people, even here in Broward County. We have legislators that show up from within the area who haven't been out here in 20 some-odd years, who are in awe of what is going on. Well, I didn't know all this was out here. Then I guess you don't read the newspapers. Going forward, that's what we need to do, and one of the big challenges is going to be establishing our endowment. Our programs by and large have the high quality we are looking for, we need to do some work at the undergraduate level to get that up to the same quality as a lot of our Master's in professional programs. Creating that endowment, getting that endowment from where it is now, which is not quite \$50 million to maybe \$150 million, adding about \$100 million to that endowment, will do its part to elevate the stature of the university in the eyes of a lot of decision makers, policy makers, influence peddlers, if you will, and it's up to George in part what role I play in that but I will continue to play the role that I have been playing all these years, which is to develop and maintain the best learning environment possible for our students and our faculty. I have been involved for years in fund raising for the university, even though that's not in my job title.

JP: I understand you run some golf tournaments and thinks like that.

JS: Yes, we run the most highly successful travel golf tournament that is not professionally run, that anyone else who participates says, we have never seen anything like this. The last 5-6 years it has netted after expenses over half a million dollars for our student athletic scholarship account. We started a fishing tournament a couple of years back to establish a scholarship account for the Oceanographic Center, and that has already raised net probably \$400,000 or \$500,000 after 3 years. With this new project down at the Oceanographic Center for the Center of Excellence for Coral Reef Research, we have a \$15 million federal grant, which we are matching, that was at a fund raising dinner just last night for that one. Again, I have been here almost 26 years, at this point I live, breath, and bleed NSU. I didn't wear my shark tie today because I have worn both of my shark ties the last two days, and my wife said I have to wear something different. I will do whatever is necessary for this university to succeed. I am not bashful at all about asking folks for support, whatever kind of support that takes. In fact, I was trying to recruit the child of one of our vendors this morning. He is

up in New Jersey, and he is taking her around, she is going to be going to college pretty soon, and I said, "Richard, bring her down here." "I want her to, I want her to, but my wife --"and I said, "Remind your wife of what a nice safe campus we have." I will do whatever is legal and ethical to ensure our success, and this university will succeed.

JP: Well on that positive note, we will end the interview.

JS: Okay.

JP: Thank you, John.

JS: Super.

[End]